



WOMEN  
ON BOARD  
ASSOCIATION  
TURKEY

**WHO ARE WE?**

# WHO ARE WE?

Established on January 2017, the main objective of **the Women on Board Association Turkey (WOB Turkey)** is to **promote social development by increasing female representation on boards of directors.**

The origin of our association is the **Cross-Company Mentoring Program for More Women on Boards**, the first formation to serve this purpose and created in 2012 by **Hande Yaşargil**, Mentor Leadership Development Executive Partner and **Burçak Güven**, Journalist, Clinical Psychologist.

The Women on Board of Directors Program was initiated in order to expand the pool of women "ready" to play their role in support of the increase of female representation on boards. It is Turkey's first and only certificate program accredited by respected academic institutions. One of the main elements of the program is the Mentoring system between companies that gives the opportunity to be Mentored by the country's most effective business people and opinion leaders. During each 18 month period, our Mentors play an important part by working with new female Mentees and helping them prepare for their role on Boards of Directors.

Until now the first three terms have been completed with 137 high level female executives graduating and the fourth term of the Women on Board Program has begun in January 2020. With the participation of 60 new leading women **the WOB Turkey Mentee network has reached 197 persons.** While carrying out this unique program, WOB Turkey is also working as a **communications, cooperation, awareness and information sharing platform** in order to increase female representation on boards of directors.

It's work mission is **to convince all the stakeholders** regarding the social and economic benefit of equal gender representation on Boards of Directors and **to help women develop themselves for this purpose.**

# OUR MANIFESTO

In the World Economic Forum **Gender Equality Report** Turkey is ranked  
**130**

In Turkey the **female employment rate**  
**%29**

In the **403 companies** traded on the stock exchange in Turkey, the ratio of positions  
occupied by **women** on boards  
**%15**

We know there are **educated, competent, successful, enlightened business  
women** in every part of our country, ready to play their part.

We maintain our voluntary and righteous efforts for equal representation on Boards  
of Directors.

**Women are candidates for positions on Boards of Directors!**

**We exist. We are here. We are ready.**

# OUR MAIN PURPOSE

**Supporting Social Development by  
Increasing Female Representation on Boards**

## OUR MISSION

**Convince all stakeholders  
of the social and economic  
benefits of equal gender  
representation on Boards  
and help develop women in  
this field**

## OUR VISION

**Equal gender  
representation on Boards**

# OUR GOALS



Equal female members on boards of directors



**Monitoring** the Capital Market's Board **goal of 25%** and **increasing legislative regulation**



More female candidates **ready for Boards of Directors**



**Increase** of the number of **organizations** proposing and nominating women as candidates for Boards



More companies having an **egalitarian** board and adopting **principles of corporate governance**

# OUR BASIC PRINCIPLES



# OUR HISTORY

The Women on Board Association Turkey was formed in 2012 and became an association beginning of 2017.



**Hande Yaşargil**

**WOB Turkey President**

Mentor Consulting Executive Partner  
Insead Business School Executive Coach



**Burçak Güven**

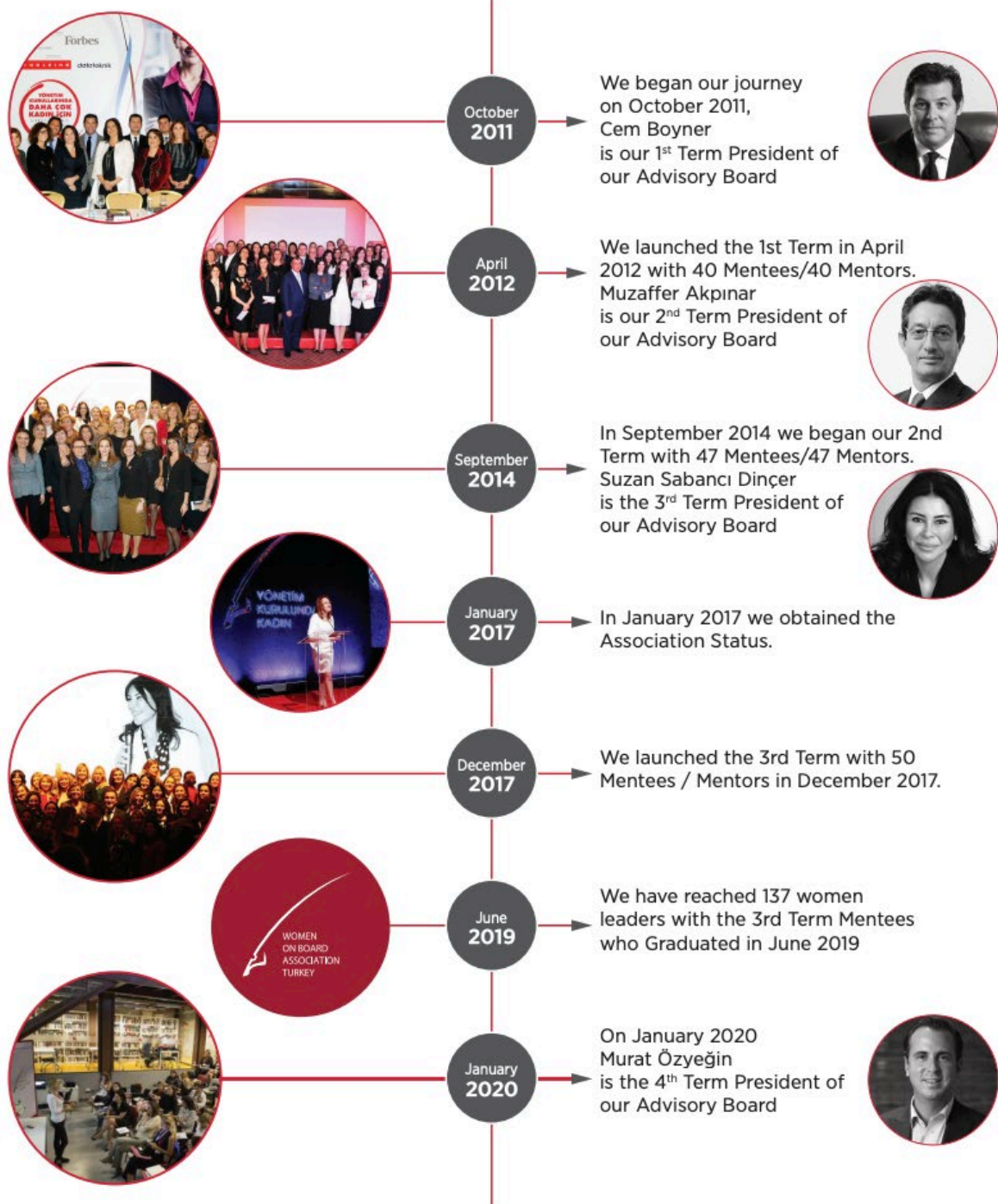
**WOB Turkey Co-President**

Journalist, Clinical Psychologist  
Executive Coach, Coaching Supervisor

**are the founders.**



# OUR HISTORY



# OUR CORPORATE SUPPORTERS

**AKBANK**

 **ALARKO**

 **ÇALIK HOLDING**

 **FiBA  
GROUP**

 **Koç**

 **MV  
HOLDING**

**Türk Telekom** 

  
**TÜRK  
TUBORG A.Ş.**

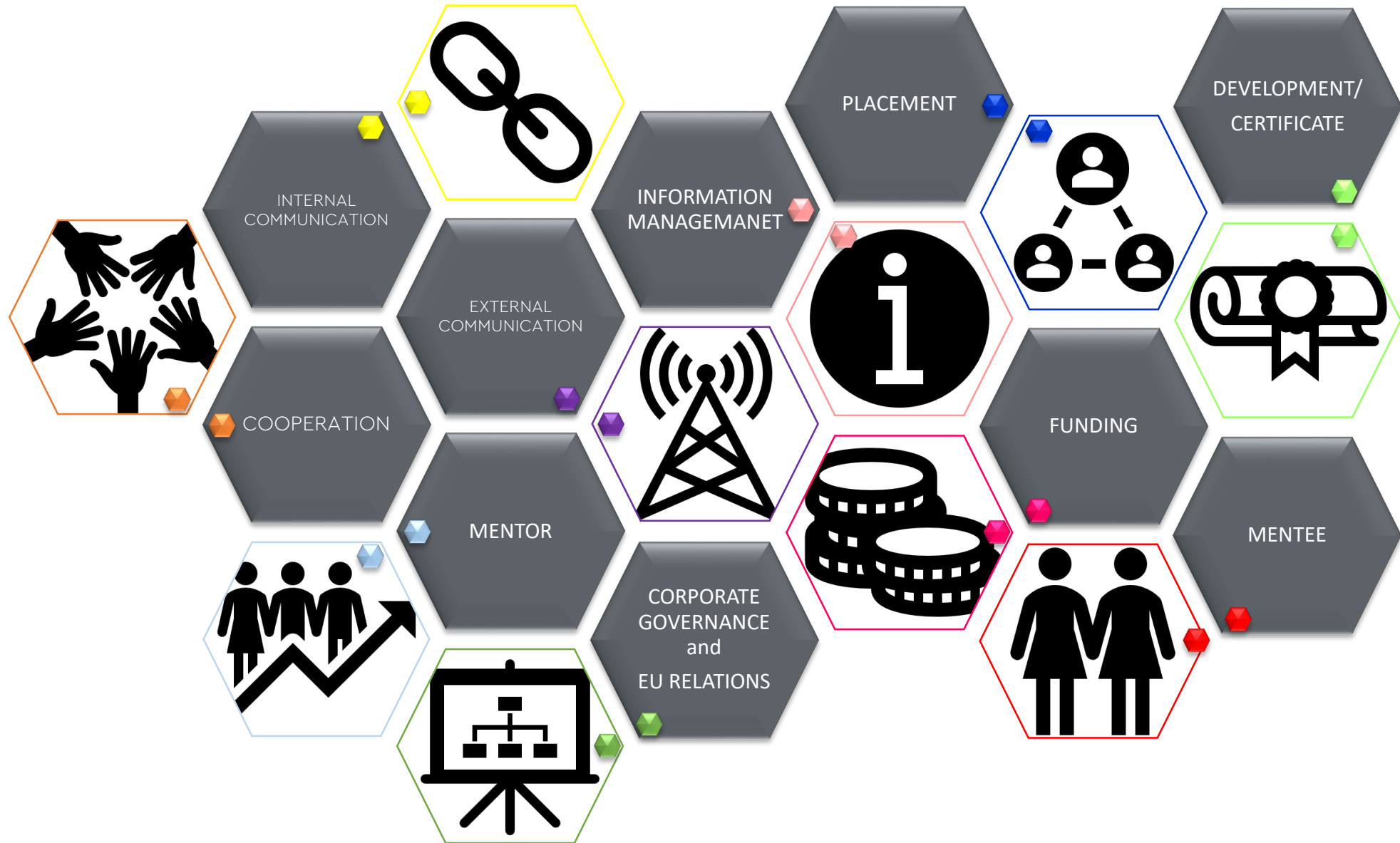
**YILDIZ ★ HOLDING**

 **ZORLU**

# OUR CORPORATE STRUCTURE



# OUR COMMITTEES



# WHY IS IT IMPORTANT TO HAVE WOMEN ON BOARDS?



## DO WE REALLY NEED THE TRUTHS?

THE CONTRIBUTION OF SUSTAINABILITY AND PERFORMANCE BROUGHT ON BY DIVERSITY IS OBVIOUS

IN A WORLD WHERE HALF THE POPULATION/TALENT ARE **WOMEN** WE DON'T NEED TO LOOK FOR REASONS TO JUSTIFY SUFFICIENT FEMALE REPRESENTATION!

# WHY IS WOB TURKEY NEEDED?

**7,7 billion**  
**People**  
worldwide > For **102**  
**men** > There are  
**100**  
**women**

And in the business world?

In the work force  
worldwide  
**there are 39 women**  
**for 61 men.**

This rate drops fast as  
you go up the career  
pyramid. Especially on  
boards of directors...

On the board of  
directors of the  
world's largest 200  
companies

There are only **15**  
**women** for  
**85 men.**

# INDICATORS

## RATIO OF WOMEN ON BOARDS OF DIRECTORS IN TURKEY AND IN THE WORLD



**%15,9**

*In Turkey only 435 of the total 2.734 Board Member positions in the 402 companies traded on the BIST are occupied by women.\**

**%11,5**

2012

**%15,9**

2019

*The Capital Markets Board's suggestion of having 25% women on Boards has only been realized with 4 points.\**

**%43,4**

*Most of the women who have such a position are either shareholders or family members.\**



**%42,1**

*France and Belgium have the highest rate of women on boards in the world. Both countries rely on quotas.*

**%36,7**

*Among countries that don't have quotas number 1 is Sweden with this rate.\*\**

**%29**

*Without quotas, the UK is the country that progresses fastest. It's rate of women on boards has gone up from 12,5% in 2011 to 29% in 2018.\*\*\**

**%22,5**

*With this rate the USA are well behind the European average.\*\**

# WOB TURKEY INDICATORS

## RATIO OF BOARD MEMBERSHIP OF WOB TURKEY GRADUATES

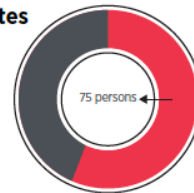


### Board Membership

#### Among the 137 Graduates

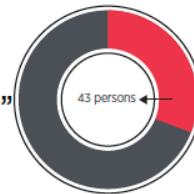
Those Graduates with at least 1 Board Membership

**75** (57%)



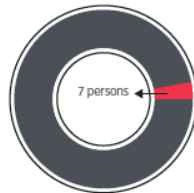
Number of Graduates With at least 1 Board Membership In "Own Group/Company"

**43** (31%)



Number of Graduates With at least 1 "Independent" Board Membership

**7** (3%)



Number of Graduates With at least 1 Board Membership In "Non Governmental Organizations"

**50** (36%)



### Years of Experience

The average years of experience of our 106 Graduates that have shared their current CV information

**24**



### Ratio of Experience Abroad



The ratio of our 106 Graduates that have shared their current CV information,

**%24**





**OUR EUROPEAN UNION  
PROJECT and ADVOCACY**

# OUR EUROPEAN UNION PROJECT and ADVOCACY



## BOARD- ROOMS NEED WOMEN PROJECT

Improving  
Administrative,  
Advocacy and  
Communication  
Skills of YKKD.

**With its European Union Project conducted during 2109, WOB Turkey has developed its administrative, communications and advocacy capabilities.**

# OUR EUROPEAN UNION PROJECT and ADVOCACY



**Work on an Album including the Board Candidates' talent pool that gives visibility to the WOB Turkey Graduates**



**Advocacy Training specifically for WOB Turkey Board of Directors and Volunteers**

# OUR EUROPEAN UNION PROJECT and ADVOCACY



**WOB TURKEY PANEL/DEBATE ON EU LOCAL NGO'S GRANT PROJECT**

# OUR EUROPEAN UNION PROJECT and ADVOCACY



**WOB Turkey Brussels Visit**  
**Contact with European Parliament,  
Commission, our Representatives and  
similar NGO's.**

# OUR EUROPEAN UNION PROJECT and ADVOCACY



**WOB Turkey London Visit**  
**Contacts with our representatives, EBRD and similar NGO's**



# OUR EUROPEAN UNION PROJECT and ADVOCACY



**WOB Turkey Istanbul Visits**  
**Contacts with Capital Markets Board (SPK), TÜSiAD,  
Berlin Bosphorus Initiative, local NGO's, Chambers of  
Commerce.**



# OUR EUROPEAN UNION PROJECT and ADVOCACY



**WOB Turkey Istanbul Visits**  
**Contacts with Capital Market Board(SPK), TÜSİAD, Berlin Bosphorus Initiative, local NGO's, Chambers of Commerce.**





# **WOB TURKEY PROGRAM**

# WOB TURKEY PROGRAM

The WOB Turkey Cross Company Mentoring and Independent Board Membership Certificate Program, carried out by WOB since 2012, is Turkey's first and only certificate program accredited by academic institutions respected in the field of Board Membership.

**The program lasts 18 months and has 4 main components:**

Female candidates for Board Membership- the Mentees- receive Mentoring from Turkey's most effective business people and opinion leaders during 18 months with an average of 9 meetings. Mentors work with a new female candidate during each term and play an important part in preparing them for their positions on Boards.

## 1. MENTORING PROGRAM

During this period the Mentees participate to the development and certificate program designed for the Independent Board Membership. They receive training from experienced people of the business and academic world on various subjects. The Independent Board Membership Certificate Program accredited by respected universities and institutions consists of two 6 day modules during a period of 18 months.

## 2. CERTIFICATE PROGRAM

In addition to the Certificate program, every quarter Mentees participate in various panels and conferences

## 3. COMPLEMENTARY DEVELOPMENT TRAVEL, SEMINAR, PANEL AND CONFERENCES

With the assessment interviews conducted by PSYLABS, Mentees get to know their strengths as well as areas needing development; they have the opportunity to plan their journey in a systematic manner with their Mentors.

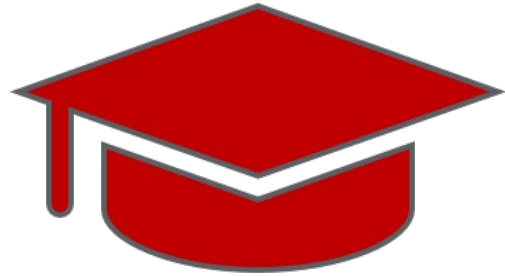
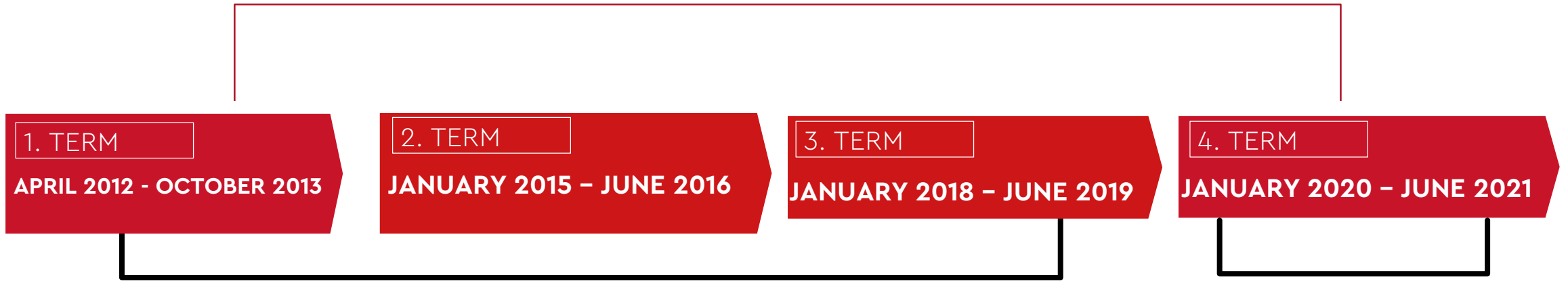
## 4. EFFECTIVENESS ASSESSMENT AND FEED BACK PROCESS



İstanbul  
Bilgi Üniversitesi  
LAUREATE INTERNATIONAL UNIVERSITIES



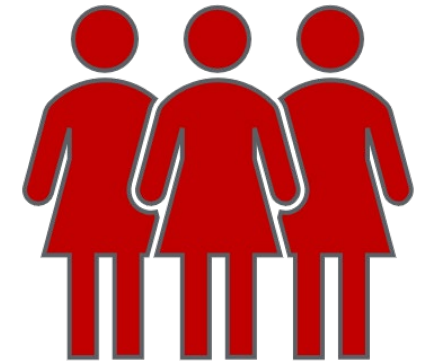
# WOB TURKEY PROGRAM TERMS



**137**

GRADUATES

*2012-2019*



**60**

CURRENT MENTEES

*2020-2021*

# WOB TURKEY PROGRAM STAKEHOLDERS

TO THIS DAY MANY ORGANIZATIONS, MENTOR AND MENTEES HAVE BEEN STAKEHOLDERS OF OUR ASSOCIATION BY PARTICIPATING TO THE WOB PROGRAM.  
**2012-2020**



123  
ORGANIZATIONS



103 MENTORS



200 MENTEES

WOB TURKEY IS AN ASSOCIATION **BASED ON PARTICIPANTS/SUPPORTERS** AND NOT MEMBERSHIP; **PRIORITIZING CORPORATE PARTICIPATION** INSTEAD OF INDIVIDUAL PARTICIPATION.

# WOB TURKEY PROGRAM STAKEHOLDERS

**123 ORGANIZATIONS THAT HAVE PARTICIPATED TO DATE TO THE WOB TURKEY PROGRAM :**

ADEL KALEMCİLİK  
AFFINITY  
AKBANK  
AKDENİZ ÜNİVERSİTESİ  
AKFEN HOLDING  
AKGÜN GRUP  
AKİŞ GYO  
AKKÖK HOLDING  
ANADOLU EFES  
ANADOLU HOLDİNG  
ANKARA BÜYÜKŞEHİR BELEDİYESİ  
ARÇELİK  
ARGE DANIŞMANLIK  
ARKAS HOLDING  
ASTELLAS  
ATADEMİR  
AYTEMİZ PETROL  
BAŞBAKANLIK HAZİNE MÜSTEŞARLIĞI  
BELPA  
BESLER  
BEYLİKDÜZÜ BELEDİYESİ  
BNP PARIBAS CARDIFF  
BORUSAN HOLDİNG  
BOYNER HOLDİNG  
BRIGHTSTAR  
BRISTOL-MYERS SQUIBB (BMS)  
BROOKS BROTHERS & EDWARDS  
ÇALIK HOLDING  
ÇELEBİ HAVACILIK  
CIGNA FINANS  
CMC  
COCA-COLA COMPANY  
COCA COLA İÇECEK  
DANONE  
DELOITTE  
DOĞAN TV  
DOĞAN HOLDİNG  
DOĞUŞ GRUBU  
DOMINOS  
ECLAT HR DANIŞMANLIK  
ECZACIBAŞI HOLDİNG

EGON ZEHNDER  
ENERJISA  
EY TÜRKİYE  
FİBA GROUP  
FİBABANKA  
FİBA FAKTORİNG  
FİBA RETAIL  
FIRST REPUBLIC BANK  
FORD OTOSAN  
GARANTİ BANKASI  
GENERAL ELECTRIC  
GTECH  
GÜVEN VARLIK YÖNETİM  
HÜRRİYET  
HEPŞİ BURADA  
HOPİ  
İLBAK HOLDİNG  
INOKSAN  
İSTANBUL BÜYÜKŞEHİR BELEDİYESİ  
KALE GRUBU  
KENTVİZYON  
KOÇ FİNANS  
KOÇ HOLDİNG  
KOÇTAŞ  
KPMG TÜRKİYE  
KREA M.I.C.E.  
KOSİFLER OTO  
LENOVO  
LITTLE CAESARS  
LOGO E-BUSINESS  
MATSET  
MANAGEMENT CENTER TURKEY  
MERCEDES BENZ TURK  
MICROSOFT  
MIGROS-MACROCENTER  
MONDI TIRE GROUP  
MYNET  
NESTLE  
NKS DANIŞMANLIK  
NOVARTIS  
KEREVİTAŞ

MOBİLİZ  
MV HOLDİNG  
NORTHSTAR INNOVATION  
OLMUKSAN INTERNATIONAL PAPER  
OTOKOÇ  
OMEGA PHARMA  
ÖNEM GIDA  
PERNOD RICARD  
PEPSICO  
PFIZER  
PHILIPS HEALTHCARE  
PLADİS  
QUATTRO BUSINESS CONSULTING  
QNBFINANSINVEST  
QNBFINANSBANK  
QNBFINANSFACTORING  
SABANCI HOLDING  
SABRİ ÜLKER VAKFI  
SAP  
SAS  
SHELL & TURCAS  
SÜTAŞ  
TARIM BAKANLIĞI  
TAT GIDA  
TEB  
TOSYALI HOLDİNG  
TÜRK TELEKOM  
TÜRK TUBORG  
TURKCELL  
TURKISHWIN  
UCB İLAÇ  
ÜLKER  
UNILEVER  
ÜNLÜ&CO  
UNO  
VODAFONE  
YAPI KREDİ BANKASI  
YILDIZ HOLDİNG  
VMLY&R  
YILDIZ HOLDING  
ZURICH SİGORTA

# OUR MAIN ACTIVITIES

# OUR MAIN ACTIVITIES



## DEVELOPMENT

Prepare Competent Women Leaders for Boards Ensure the Continuous Development of WOB Turkey.



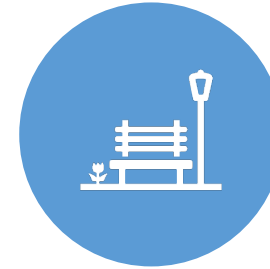
## AWARENESS

Increasing the Awareness of Women candidates for Boards, Board Chairpersons and Organizations.



## PLACEMENT

The Appointment of WBAT Mentees on Boards



## ADVOCACY AND LOBBYING

Contacts Made and Projects Developed to Create the Right Climate



## PROCUREMENT OF FUNDS

Creating Financial and In-kind Funds to Serve our Mission

# OUR MAIN ACTIVITIES



## DEVELOPMENT



**TRAINING ACTIVITIES FOR WOB TURKEY MEMBERS AND VOLUNTEERS**



**SPECIAL TRAINING ACTIVITIES FOR MENTEES WITHIN THE WOB TURKEY CERTIFICATE PROGRAM**



# OUR MAIN ACTIVITIES



## AWARENESS



INTERNAL AND EXTERNAL COMMUNICATION ACTIVITIES, SOCIAL MEDIA, PRESS

# OUR MAIN ACTIVITIES



## AWARENESS

### buluşma / iş dünyası +RENDEZ-VOUS / BUSINESS



#### Women's power at the management level

'WOMEN ON THE BOARD' is an initiative that was launched five years ago by managing partner of Praesta TR and Mentor Consultancy, Hande Yaşargil, and Editor in Chief of Forbes TR, Burçak Güven, and is run via the voluntary support of big names from the world of business. We spoke directly to 'Women on the Board' project manager Hande Yaşargil, to find out more about the programme, which aims to increase the participation and presence in the decision making of women in the workplace.

Can we find out a little more about the contents and aims of the 'Women on the Board'? We are all aware of the fact that throughout the world, women receive far less promotions, earn less and are hired less for positions responsible for company loss and gain. The number of women working in the institutions which steer our economy and state mechanisms, which make the highest decisions is also significantly low. Instilling some kind of balance between genders on management boards, however, may take at least two generations of work. Our programme aims to widen the pool of female candidates with the capability and experience to take on management positions and bring women with high business potential together with those with the power

to hire or promote candidates to managerial positions. The first goal of the programme is to ensure that the goal of the Turkish Stock Exchange Commission (SPO) to achieve a female membership of 25% on every board, and guarantee that every management board contains at least three women.

One of the most interesting programmes launched through Women on the Board is probably the inter-corporate mentoring network. How does one become a mentor or mentee, and how are they paired up? Some of the finest names in the business world have lent their support to the programme. These figures perform mentoring roles, and choose one or more women directors that have the highest potential to make it onto the board of their own, or another company, and nominate them as a mentee candidate. The mentees are then paired up to these mentors from other companies, by the directors' team of the Women on the Board programme,

#### CONSULTANCY GROUP

The Women on the Board programme's Advisory Committee is headed by Akbank CEO and Delegate Member Suzan Sabancı Dinçer, and also includes Murat Ülker, Muzaffer Akpınar, Umit Boyner, Tayfun Bayraktar, Agiln Uğur, Umran Betas, Rose Marie Bravo, Gülden Türkkan, Muge Yalçın, Nilüfer Bulut, Yılmaz Argiden, Deniz Ülke Arıboğan and Murat Yeşilözer.

## YÖNETİM KURULUNDA KADIN VE ÜÇÜNCÜ DÖNEM

YÖNETİM KURULUNDA KADIN PROGRAMI YENİ 50 MENTİNİN KATILIMIYLA YOLA DEVAM EDİYOR.

ERSUN ERDİNÇ

19 Aralık Salı akşamı... İş dünyasından genç kadın yöneticiler yaşıya ve yorucu İstanbul trafiğine karşı kararlılıkla vardıkları Esmâ Sultan Yalısı'nın büyük salonunu doldurmaya başlıyor. Farklı sektörlerdeki şirketlerden gelen üst düzey yönetici kadınların ortak bir noktası var: Heyecan! Neredeyse her birinin kalp atışlarını duymak mümkün zira biraz sonra bu salonda, 18 ay boyunca kendilerini yönetim kurullarında görev hazırlayacak Yönetim Kurulunda Kadın Programı'nda (YKK) yol göstericiliklerini, mentorluklarını yapacak isimleri öğrenecekler—ki o isimler, iş dünyasının birbirinden yetenekli ve deneyimli patronları/üst düzey yöneticileri... Tabii içlerinde biraz daha sakin görünüşler de var; onlar ilk ve ikinci dönem mentileri. Onların ise yönetim kurulu üyeliği için hazırlık yapan ve yetkinlik kazanan kadın kitesinin, kendi deneyimleriyle "kızkardeşlerin" huzur armasından kaynaklanan ayrı bir sevinçleri var.

YKK Programı, kadın yöneticileri yönetim kurulu



Kızkardeşler birarada... Üçüncü dönemde birikte mentli sayısı 120'ye, mentor sayısı 68'e yükseldi. YKK Danışma Kurulu Başkanı Suzan Sabancı Dinçer mentilerin 47'sinin büyük şirketlerin yönetim kurullarında görev aldıklarını açıkladı.

üyeliğine hazırlayan bir sertifikalı programı. Türkiye'de yönetim kurullarında kadın temsil oranının artırılması çabasına desteklemek üzere bu role 'hazır' kadın yönetici havuzunun genişletilmesi amacıyla 2012 yılında Mentor Danışmanlık Yönetici Ortağı Hande Yaşargil ve Forbes Türkiye Genel Yayın Yönetmeni Burçak Güven tarafından başlatıldı.

Türkiye'de yönetim kurullarında kadın oranı son beş yılda yüzde 11,5'ten ancak yüzde 14,2'ye gelebilmiş durumda; bugün BİST şirketlerinin yüzde 40'unda kadın yönetim kurulu üyesi yok. Kuşkusuz kadın yönetim kurulu üyesi sayısının azlığı sadece Türkiye'nin sorunu değil. Dünyadaki toplam iş gücünde her 61 erkeğe 39 kadın karşılık geliyor yalnızca. Şirket yönetiminde yukarıya çıktıkça bu oran hızla düşüyor. Dünyanın en büyük 200 şirketinin yönetim kurullarında kadın/erkek üye oranı 15'e 85.

Üçüncü dönemin 2012'de başlayan birinci ve 2014'e yola çıkan ikinci dönemlerden farklı artık YKK



## KADIN YÖNETİCİYLE BAŞARI ARTIYOR

### DANIŞMANLIK PROGRAMI

Türkiye'de kadının iş gücüne katılım oranı yüzde 34. Kadın yönetici oranı ise yüzde 15,9. Türkiye'de daha fazla kadının yönetim kurullarında yer almasını sağlamak amacıyla kurulan 'Yönetim Kurulunda Kadın Derneği' (YKKD); mentorluk (danışmanlık) programının dördüncü dönemi başladı. Lansman toplantısı, Danışma Kurulu Başkanı Murat Özyeğin ve YKKD Başkanı Hande Yaşargil evsahipliğinde İstanbul Esmâ Sultan Yalısı'nda gerçekleştirildi.

### DENEYİMLİ PATRONLAR

Geçtiğimiz dönemin YKKD Danışma Kurulu Başkanı olarak görev alan Suzan Sabancı Dinçer, bu yıl görevini aynı zamanda Fiba Holding'in Başkanı olarak Murat Özyeğin'e devretti. Başlayan bu yeni dönemde 60 menti, 18 ay boyunca kendilerini yönetim kurullarında görev hazırlayacak, mentorluk programının deneyimli patronları ve üst düzey yöneticileri ile eşleştirdi. Toplantıda Murat Özyeğin, "YKKD'de onur duyduğum bir şey, kadın heveslerini yasayorum" dedi.

### 'HEPİMİZİN SORUMLULUĞU'

Murat Özyeğin, şöyle devam etti: "Türk şirketlerinin sosyal ve finansal performanslarının artmasına katkıda bulunmak, Türkiye ekonomisini ve toplumunu daha güçlü bir geleceğe hazırlamak hepimizin ortak sorumluluğu. İyi yönetim ilkelerin uygulandığı ve kadınların yer aldığı kurulların daha başarılı olduğu birçok araştırma ile saptandı. 'Yönetim kurullarında kadın' meselesi bir kadın meselesi değil, ekonomik, toplumsal ve insani bir meseledir."

### YÖNETİM KURULUNDA KADIN ORANI

Ülke	Oran (yüzde)
Türkiye	15
ABD	21,7
Birleşik Krallık	24,5
Finlandiya	33
İsveç	36,3
Norveç	40

# OUR MAIN ACTIVITIES



## PLACEMENT

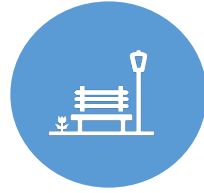


MENTOR / CHAIRPERSON OF THE BOARD MEETINGS



EU LOCAL NGOs GRANT PROJECT WOB TURKEY GRADUATE CV ALBUM

# OUR MAIN ACTIVITIES



## ADVOCACY AND LOBBYING



VISITS TO PUBLIC SECTOR, NON GOVERNMENTAL ORGANIZATIONS AND INSTITUTIONS

# OUR MAIN ACTIVITIES



## PROCUREMENT OF FUNDS

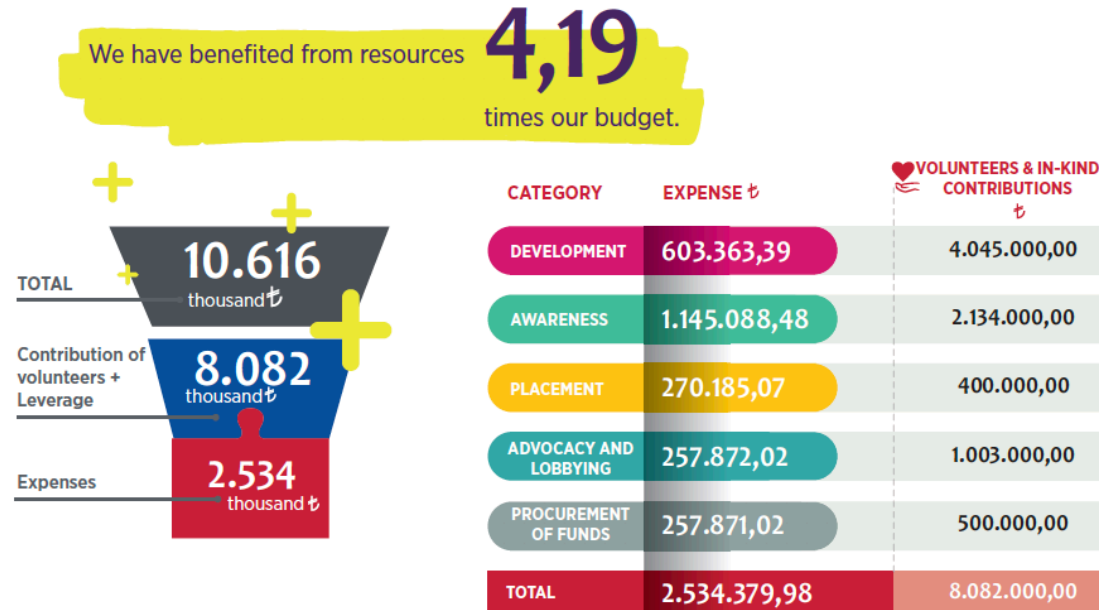


**A SUSTAINABLE FINANCIAL STRUCTURE THROUGH FUNDS, DONATIONS, IN-KIND SUPPORT AND PROGRAM PARTICIPATION FEES**

# FINANCIAL DATA

During 2017-2018-2019 thanks to volunteers' contributions and their leverage effect, we have been able to provide services worth **8.082.000 TL**, without devoting real resources from our budget. The leverage effect is the total value of our volunteers' work and the value of the in-kind contributions.

## OUR RESOURCES



**COMMUNICATION**

# YOU CAN FOLLOW OUR ACTIVITIES THROUGH THESE CHANNELS



Yönetim Kurulunda Kadın Derneği



@yonetimkurulundakadin



Yönetim Kurulunda Kadın Derneği



@ykda\_kadin



Yönetim Kurulunda Kadın



[www.yonetimkurulundakadin.org](http://www.yonetimkurulundakadin.org)  
[www.womenonboardtr.org](http://www.womenonboardtr.org)

**#yönetimkurulundakadin**  
**#kadınlarzirveyetoplumileriye**  
**#varızburadayızhazırız**  
**#ykkdmentoruyum #ykkdmentisiyim**





«LET WOMEN RISE FOR SOCIETY TO  
IMPROVE»